

**DEPARTMENT OF THE AIR FORCE
HQ AIR INTELLIGENCE AGENCY**



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Operations Support

CORPORATE STRUCTURE

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This instruction establishes the HQ Air Intelligence Agency (AIA) corporate structure. It implements AFPD 16-5, Planning, Programming, and Budgeting System. This instruction establishes the AIA Corporate Board (CB) as the headquarters' senior decision-making forum and establishes the relationship between the CB and its three subordinate panels, the Planning Implementation Panel (PIP), the Requirements Execution Panel (REP), and the Program Review Panel (PRP). This instruction lists and identifies the panels' primary functions, responsibilities, membership, and interrelationships with respect to the CB. It outlines the AIA CB structure. The PIP, REP, and the PRP manage activities regarding AIA planning and implementation and review requirements. The panels validate, prioritize, and reallocate resources. The panels are also responsible for the programmatic activities within the Joint Military Intelligence Program (JMIP), Defense Airborne Reconnaissance Program (DARP), Consolidated Cryptologic Program (CCP), General Defense Intelligence Program (GDIP), and the Air Force Program Objective Memorandum (POM) decision processes. The Joint Command and Control Warfare Center, Vice Director (JC2WC/DV) is a nonvoting member in the corporate structure. This instruction applies to AIA directorates, special staff offices, special working groups, centers, wing, groups, and the AIA-gained Air National Guard and Air Force Reserve units.

SUMMARY OF REVISIONS

This revision defines a new corporate structure for AIA. This new structure is a natural progression toward achieving the agency's vision and reemphasizes corporate commitment to sound business practices. This structure streamlines AIA corporate processes by replacing the AIA Council and the AIA Quality Council with the CB and merging the Financial Management Board, Command Budget Panel, Facilities Utilization Board, Communications-Computer Systems Review Board, Manpower Review Board, Civilian Employment Cost Management Committee, and the Requirements Review Process into a common forum. This structure recognizes the progress towards implementing AIA's strategic plan and the headquarters' master plan. It verifies the need to actively monitor and refine plans, validate and exe-

cute requirements, and program at the highest corporate levels. This instruction merges several existing, yet functionally separate, resource allocation and requirements processes and boards into a common review forum. Corporate needs are discussed and prioritized in an integrated fashion with respect to the agency's goals and objectives.

1. The Corporate Structure. The AIA corporate structure is comprised of the CB and its associated panels and affects the decision-making process within the agency (figure 1). The three panels, PIP, REP, and the PRP, address matters that implement planning, validate requirements, and execute resources and programs for which the AIA Commander (HQ AIA/CC) requires a corporate position. The panels report their findings and recommendations to the CB. The functional staff is responsible for implementing the decisions of the corporate structure.

2. The Corporate Organizations:

2.1. CB. The CB is the senior-level, corporate decision-making forum within the headquarters. Membership consists of HQ AIA/CC, the Vice Commander (HQ AIA/CV), the Technical Director (HQ AIA/CA), the Senior Enlisted Advisor (HQ AIA/CCC), Director of Plans and Requirements (HQ AIA/XR), Director of Operations (HQ AIA/DO), Director of Command, Control, Communications, Computer and Intelligence Systems (HQ AIA/SC), Director of Logistics and Engineering (HQ AIA/LG), Director of Financial Management and Comptroller (HQ AIA/FM), and the Director of Personnel (HQ AIA/DP). The Chief, Executive Services (HQ AIA/CCS) serves as the secretary for the CB. HQ AIA/CCS sets up the meeting calendar, notifies members, coordinates meeting agendas, and publishes minutes of CB meetings. The CB's principle functions are to:

2.1.1. Oversee and direct the activities of the reporting panels.

2.1.2. Decide on the recommendations made by the panels.

2.2. PIP. The PIP implements all aspects of the HQ AIA Master Plan by coordinating and reviewing all processes associated with cross-functional action plans. The PIP coordinates all CB-directed process action team (PAT) activities and briefs the progress and results to the CB. Additionally, the PIP reviews and validates all agency master plans and is the process for any additional topics, including QAFA (Quality Air Force Assessment) results, performance measurement results, and single-owner action plans briefed to the CB. The PIP coordinates action plans and associated metrics with the REP and the PRP and monitors their corporate progress. The PIP's membership is comprised of a voting representative from each primary directorate.

2.3. REP. The REP receives, staffs, validates, and prioritizes requirements based on the AIA strategic plan and customer needs. The REP also recommends reallocated resources to unfunded requirements during the execution year (that is, the current fiscal year) and provides project oversight within AIA. The REP provides a validated, prioritized agency requirements list for programmatic development and action to the PRP. Additionally, the REP reports to the PIP on the actions, progress, attainment, and current status of all action plans in which the REP has equity. A voting representative from each primary directorate and the Office of Civil Engineer (HQ AIA/CE) comprises the REP membership.

2.4. PRP. The PRP develops AIA program submissions, programmatic reduction candidates, programmatic issues, and program-oversight reviews of programs based on Air Force Program Manage-

ment Directive (PMD) and equivalent National Security Agency (NSA) and Defense Intelligence Agency (DIA) documents. Program submission development includes initiatives, disconnects, and baseline programs. The PRP provides the CB with recommended and prioritized documents for the Air Force Program Objective Memorandum (POM), CCP, and General Defense Intelligence Proposed Program (GDIPP) to include resource allocations and sourcing methodology. The PRP reports to the PIP on the actions, progress, attainment, and current status of all action plans in which the PRP has equity. Additionally, the PRP reviews all AIA program oversight issues. A voting representative from each primary directorate and HQ AIA/CE comprises the PRP membership.

NOTE:

The Quality Air Force Office (HQ AIA/QI) is a nonvoting representative for the PIP, REP, and PRP. HQ AIA/QI ensures that a facilitator is available to attend all panel meetings.

STEPHEN W. SUTTON, Colonel, USAF
Director, Plans and Air Intelligence Agency Corporate Board

Attachment 1**AIR INTELLIGENCE AGENCY CORPORATE BOARD**

A1.1. Corporate Board (CB) Membership. The CB membership consists of the HQ Air Intelligence Agency, Commander (HQ AIA/CC), Vice Commander (HQ AIA/CV), Technical Director (HQ AIA/CA), Senior Enlisted Advisor (HQ AIA/CCC), Director of Plans (HQ AIA/XR), Director of Operations (HQ AIA/DO), Director of Command, Control, Communications, Computer and Intelligence Systems (HQ AIA/SC), Director of Logistics and Engineering (HQ AIA/LG), Director of Personnel (HQ AIA/DP), and the Director of Financial Management and Comptroller (HQ AIA/FM). Voting membership cannot be substituted. If a director is unavailable to attend a meeting, a designated representative may attend only in a nonvoting status. The goal is to have the agency's senior leadership directly participate in the decision-making process. The JC2WC/DV (Joint Command and Control Warfare Center, Vice Director) is a permanent nonvoting observer, and the Chief of Quality Air Force Office (HQ AIA/QI) is the nonvoting quality advisor to HQ AIA/CC. The Chief of Executive Services (HQ AIA/CCS) is appointed as CB secretariat.

A1.2. Board Responsibilities. The CB combines the functions of the AIA Council and the AIA Quality Council and includes other processes not currently subjected to senior directorate review. The CB:

A1.2.1. Reviews and oversees AIAI 16-501 decisions.

A1.2.2. Provides headquarters recommendations to the agency's senior decision making-forum (VISTA).

A1.3. Meeting Structure and Frequency:

A1.3.1. The CB is issue-driven. CB meetings are scheduled for Friday at 1400. All CB meetings are open to the special staff directors: HQ AIA/CE (Civil Engineering), HQ AIA/HC (Command Chaplain), HQ AIA/HO (Command Historical Office), HQ AIA/IG (Inspector General), HQ AIA/IM (Office of Information Management), HQ AIA/JA (Staff Judge Advocate), HQ AIA/PA (Office of Public Affairs), HQ AIA/QI (Quality Air Force Office), HQ AIA/RE (Directorate of Reserve Affairs), HQ AIA/SE (Safety Office), HQ AIA/SG (Office of the Surgeon General), HQ AIA/SO (Security Office), and the JC2WC/DV as observers. Observers do not normally volunteer information or ask questions unless they are asked by a CB member. Every second Friday of the month, the CB meeting is designated a "CB plus" where AIA special staff offices are invited to present issues using the corporate panel system, for CB review and, or, approval. On occasion, meeting times and schedules are adjusted, as necessary, to best meet the needs of the agency.

A1.3.2. The CB is chaired by HQ AIA/CC, HQ AIA/CV, or HQ AIA/CA. Target membership is 10. A quorum of six members must be present to hold a meeting; one member is the CC, CV, or CA, and three members are directors. All CB meetings are conducted according to the quality Air Force norms and standards. Meetings are scheduled to begin and end on time with a facilitator present. Minutes are recorded.

A1.3.3. Agenda Topics. Issues brought to the CB are fully staffed by the headquarters and reviewed by one or more subordinate panels before being submitted. The panel coordinators or the CC, CV, or CA nominate issues for any CB agenda. The CB secretariat works with panel coordinators in building

each CB agenda. Typical meetings will address three issues with 15 minutes allotted to present, discuss, and decide on each issue.

A1.4. CB Secretariat Duties and Responsibilities. The CB secretariat schedules the CB meeting, standardizes the CB structure, adheres to quality Air Force standards, and performs traditional secretariat functions. To convene a CB, the corporate processes (the panels) must present their issues to the secretariat for review.

A1.4.1. Agenda Building. The secretariat:

A1.4.1.1. Accepts nominations from panel coordinators, HQ AIA/CA, HQ AIA/CV, and HQ AIA/CC; assimilates available topics; and determines presentation priority, time requirements, and time availability.

A1.4.1.2. Collects from sponsoring panel coordinator background papers (BP) detailing the history of issues and the sources of requirement; issues paper (IP) detailing actions taken in the panels to include options developed and the final panel recommendation to the CB; dissenting position papers (PP), if any; briefing slides and vu-graphs used during the CB; and other reference materials as necessary for distribution to the command section. The panel coordinators collect, quality assure, and delivers all materials (papers, vu-graphs, etcetera) to the CB secretariat in a timely manner.

A1.4.1.2.1. All IPs, BPs, and PPs are written in the format recommended by the HQ AFIC Guide for Written Correspondence, 15 January 1993. IPs are authored by the functional panel chairman or the panel coordinator. (On occasion the functional panel chairman and the panel coordinator may be one and the same.) The functional panel chairman discusses the issue and the differing position, and recommends the courses of action. BPs are authored by the issue sponsor and coordinated through the panel coordinator. PPs are approved at the directorate or special staff level.

A1.4.1.2.2. All documents are delivered to HQ AIA/CCS prior to the CB meeting or not later than Wednesday, 1200.

A1.4.1.3. HQ AIA/CCS closes out the agenda, and makes a go-no-go decision not later than Wednesday at 1200 for a regularly scheduled CB or 48 hours prior to a special board.

A1.4.1.4. Validates the need for special CB meetings.

A1.4.2. To Prepare CB Members for Meeting. The secretariat:

A1.4.2.1. Establishes minimum preparatory material and standard format.

A1.4.2.2. Distributes all necessary materials to CB members and maintains copies for others to review.

A1.4.2.3. Notifies principal members and informs them about meeting details and agenda items.

A1.4.3. To Prepare for a CB Meeting. The secretariat:

A1.4.3.1. Establishes times and places for regular and special meetings.

A1.4.3.2. Ensures physical setup of meeting room.

A1.4.3.3. Appoints facilitator and time keeper as necessary.

A1.4.4. To Conduct a CB Meeting. The secretariat:

A1.4.4.1. Calls to order, introduces issues, reviews status of previous action items, reviews agenda, transitions between issues.

A1.4.4.2. Acts as time keeper, facilitator, and recorder, as necessary.

A1.4.4.3. Closes meetings by recapping action items and running a “process check:” (+ & delta).

A1.4.5. Post-Meeting Actions:

A1.4.5.1. Consolidates, publishes, and maintains CB minutes.

A1.4.5.2. Maintains historical files on BPs and briefing slides.

A1.4.5.3. Establishes and tasks (by HQ AIA/CCS) necessary actions.

Attachment 2**AIR INTELLIGENCE AGENCY PLANNING IMPLEMENTATION PANEL****A2.1. Planning Implementation Panel (PIP) Goals.** The PIP:

A2.1.1. Presents AIA plans for approval to the corporate board (CB) in a timely fashion.

A2.1.2. Facilitates the production of the highest quality AIA plans through the integration of corporate goals and customer satisfaction.

A2.1.3. Explores new avenues for future application of AIA resources.

A2.2. PIP Membership. Membership is comprised of a representative of each of the six primary directorates, plus a nonvoting representative from HQ AIA/QI. Voting membership is limited to the primary or the designated alternate members for each directorate. Alternate members may attend as observers. The goal is to achieve flexibility in attendance while maintaining a sufficient learning curve experience to effectively conduct agency-wide corporate business.

Responsibilities. The responsibilities of the PIP and its members, coordinator, and secretary are described as follows:

A2.2.1. The Panel:

A2.2.1.1. Identifies and eliminates redundancies.

A2.2.1.2. Identifies efficiencies.

A2.2.1.3. Reviews, assesses, and validates AIA planning documents.

A2.2.1.4. Tracks the progress of plans through metrics incorporating information received from the requirements execution panel (REP) and the program review panel (PRP).

A2.2.1.5. Develops recommendations for CB consideration regarding new plans, as well as, adjustments to existing plans.

A2.2.1.6. Provides information (for example, milestone achievement, goal attainment) to REP and PRP for inclusion into their respective processes.

A2.2.1.7. Coordinates activities of CB-directed process action teams (PAT).

A2.2.2. The Members:

A2.2.2.1. Attend PIP meetings.

A2.2.2.2. Maintain corporate view while advocating functional perspectives.

A2.2.2.3. Sponsor functional issues to the PIP.

A2.2.2.4. Assume office of primary responsibility (OPR) for all functional preparatory actions.

A2.2.2.5. Coordinate with PIP secretary to work agenda and premeeting document distribution actions.

A2.2.2.6. Chair portions of PIP meetings dealing with functionally specific issues.

A2.2.2.7. Support and prebrief functional director as necessary.

A2.2.2.8. Take preparatory actions as necessary to best represent corporate interests at PIP meetings.

A2.2.3. The Coordinator:

A2.2.3.1. Declares a quorum; starts and concludes meetings.

A2.2.3.2. Creates an open forum to allow corporate discussion and decision-making to occur.

A2.2.3.3. Serves as honest broker among panel members and sponsors panel recommendations to CB secretariat.

A2.2.3.4. Oversees PIP secretary actions.

A2.2.3.5. Provides documents as required for CB meetings to the CB secretariat.

A2.2.4. The PIP Secretary:

A2.2.4.1. Publishes PIP meeting schedules and agendas.

A2.2.4.2. Provides and coordinates all administrative support to PIP meetings.

A2.2.4.3. Publishes and distributes PIP minutes to directors, panel, and CB secretariat.

A2.3. Meeting Structure and General Operating Procedures:

A2.3.1. PIP Meetings. The PIP meetings are issue-driven and scheduled at the direction of the PIP coordinator or the CB. Additional meetings are called based on workload and to support the needs and timelines of the CB. All PIP meetings are open to observers on a space-available, first-come, first-served basis.

A2.3.2. Quorum Rules. The quorum rules are strictly followed. Target membership is six. A quorum of four voting members are present to hold a meeting, and at least three members are primary representatives. All PIP meetings are conducted according to quality Air Force norms and standards. Meetings are scheduled to begin and end on time, with minutes published by PIP secretary.

A2.3.3. Agenda Topics. The PIP issues are fully coordinated and staffed throughout the sponsoring functional element and across all functional elements with issue equity prior to scheduled meetings. Close premeeting coordination with the PIP secretary is essential for effective and complete issue and action plan development. The PIP secretary is responsible for building each PIP agenda.

A2.3.4. Before Each Meeting:

A2.3.4.1. Agenda is published.

A2.3.4.2. Background and action plan documents are distributed to members.

A2.3.5. During Each Meeting:

A2.3.5.1. Time control is exercised.

A2.3.5.2. Facilitator is in attendance.

A2.3.5.3. Members and presenters are prepared to allow a corporate discussion of all agenda items.

A2.3.5.4. There is an open forum.

A2.3.6. After Each Meeting:

A2.3.6.1. Minutes are published that recount issues; discuss highlights, panel decisions, dissenting views, if any; and panel recommendations are forwarded to the CB secretariat.

A2.3.6.2. Minutes are promptly distributed.

Attachment 3**AIR INTELLIGENCE AGENCY REQUIREMENTS EXECUTION PANEL****A3.1. Requirements Execution Panel (REP) Goals.** The REP:

A3.1.1. Provides recommendations to the corporate board (CB) on issues involving AIA resource requirements and TOA (Total Obligation Authority) execution.

A3.1.2. Consolidates and streamlines existing processes in support of CB objectives.

A3.2. REP Membership. Membership is comprised of a representative from each of the six primary directorates and HQ AIA/CE, plus a nonvoting representative from the Quality Air Force Office (HQ AIA/QI). Voting membership is limited to the primary or the designated alternate for each directorate. Alternate members may attend as observers and a functional member of the AIA programming staff attends all REP meetings. The goal is to achieve some flexibility in attendance while maintaining a sufficient learning curve gains to effectively conduct agency-wide corporate business.

Responsibilities. The responsibilities of the REP and its members, coordinator, and secretary are described as follows:

A3.2.1. The Panel:

A3.2.1.1. Identifies and eliminates redundancies.

A3.2.1.2. Identifies efficiencies.

A3.2.1.3. Validates agency requirements.

A3.2.1.4. Matches execution year resources to requirements.

A3.2.1.5. Provides validated requirements list to the program review panel (PRP) for programmatic actions.

A3.2.1.6. Provides information to planning implementation panel (PIP) to support and update action plans.

A3.2.2. The Members:

A3.2.2.1. Attend REP meetings.

A3.2.2.2. Maintain corporate view while advocating functional perspectives.

A3.2.2.3. Sponsor functional issues to the REP.

A3.2.2.4. Assume OPR for all functional preparatory actions.

A3.2.2.5. Coordinate with REP secretary to work agenda and premeeting document distribution actions.

A3.2.2.6. Chair portions of REP meetings dealing with functional issues.

A3.2.2.7. Support and prebrief functional director as necessary.

A3.2.2.8. Take preparatory actions as necessary to best represent corporate interests at REP meetings.

A3.2.3. The Coordinator:

A3.2.3.1. Declares a quorum; starts and concludes meetings.

A3.2.3.2. Creates an open forum to allow corporate discussion and decision-making to occur.

A3.2.3.3. Serves as honest broker among panel members and sponsors panel recommendations to CB secretariat.

A3.2.3.4. Briefs directors as necessary.

A3.2.3.5. Oversees REP secretary actions.

A3.2.3.6. Provides documents as required for CB meetings to the CB secretariat.

A3.2.4. The REP Secretary:

A3.2.4.1. Publishes REP meeting schedules and agendas.

A3.2.4.2. Provides and coordinates administrative support to REP meetings.

A3.2.4.3. Serves as recorder and time keeper for meetings, as necessary.

A3.2.4.4. Publishes and distributes REP minutes to panel members, directors, and CB secretariat.

A3.3. Meeting Structure and General Operating Procedures:

A3.3.1. REP Meetings. The REP meetings are scheduled weekly for Monday afternoons. Additional meetings are called based on workload and to support the needs and timelines of the CB. REP meetings are open to observers on a space-available, first-come, first-served basis.

A3.3.2. Quorum Rules. The quorum rules are strictly followed. Voting membership is seven. A quorum of four voting members are present to hold a meeting with at least three primary representatives. REP meetings are conducted according to quality Air Force norms and standards. Meetings are scheduled to begin and end on time with a facilitator present. Minutes are published by REP secretary.

A3.3.3. Agenda Topics. REP issues are fully coordinated and staffed throughout the sponsoring functional element and across all functional elements with issue equity prior to the scheduled meeting. Close premeeting coordination with the REP secretary is essential for effective and complete issue development.

A3.3.4. Before Each Meeting:

A3.3.4.1. Agenda is published.

A3.3.4.2. Background documents are distributed to members.

A3.3.5. During Each Meeting:

A3.3.5.1. Time control is exercised.

A3.3.5.2. Facilitator is in attendance.

A3.3.5.3. Members and presenters are prepared to allow a corporate discussion of all agenda items.

A3.3.5.4. There is an open forum.

A3.3.6. After Each Meeting:

A3.3.6.1. Minutes are published that recount issues; discuss highlights, panel decisions, and dissenting views, if any; and panel recommendations are forwarded to CB secretariat.

A3.3.6.2. Minutes are promptly distributed.

Attachment 4**AIR INTELLIGENCE AGENCY PROGRAM REVIEW PANEL****A4.1. Program Review Panel (PRP) Goals.** The panel:

A4.1.1. Reviews program disconnects, initiatives, and base programs; and develops recommended prioritized program documents for CB review and decision:

A4.1.1.1. AIA Program Objective Memorandum (POM).

A4.1.1.2. Consolidated Cryptologic Program (CCP).

A4.1.1.3. General Defense Intelligence Proposed Program (GDIPP).

A4.1.2. Serves as a forum for corporately considering all programmatic actions (adjustments, restructures, etcetera).

A4.1.3. Reviews program oversight programs documented in AF PMD or equivalent NSA or DIA documents.

A4.2. PRP Membership. Membership is comprised of a representative of each of the six primary directorates plus HQ AIA/CE. Voting membership is limited to the primary representatives or the single alternate from each directorate. Other alternates and special staff members may attend in observer status. A functional member of the AIA requirements staff will attend all PRP meetings. The goal is to seek attendance commitment and to clearly focus the best corporate efforts on a dynamic range of agency-wide, multiyear resource decisions.

A4.3. Responsibilities. The responsibilities of the PRP and its members, coordinator, and secretary are described as follows:

A4.3.1. The Panel:

A4.3.1.1. Identifies and develops potential resource initiatives for programmatic action.

A4.3.1.2. Prioritizes resource disconnects, initiatives, and baseline programs in their appropriate category (POM, CCP, GDIP).

A4.3.1.3. Applies most current fiscal guidance to AIA-unfunded resource requirements.

A4.3.1.4. Develops initial strategies for most effective program presentation at higher headquarters.

A4.3.2. The Members:

A4.3.2.1. Attend PRP meetings.

A4.3.2.2. Maintain corporate view while advocating functional perspectives.

A4.3.2.3. Support and brief functional director as necessary.

A4.3.2.4. Take preparatory actions as necessary to best represent corporate interests at PRP meetings.

A4.3.3. The Coordinator:

A4.3.3.1. Declares a quorum; starts and concludes meetings.

A4.3.3.2. Creates an open forum to allow corporate discussion and decision-making to occur.

A4.3.3.3. Serves as honest broker among panel members, provides members with most current fiscal guidance to keep issue deliberations focused, and sponsors panel recommendations to CB secretariat.

A4.3.3.4. Oversees PRP secretary actions.

A4.3.3.5. Provides documents as required for CB meetings to the CB secretariat.

A4.3.3.6. Appoints facilitator for PRP meetings.

A4.3.3.7. Directs staff, wing, centers, and intelligence groups for appropriate data inputs and briefings required by the panel to execute its functions.

A4.3.4. The PRP Secretary:

A4.3.4.1. Publishes PRP meeting schedules and agendas.

A4.3.4.2. Provides and coordinates administrative support to PRP meetings.

A4.3.4.3. Serves as timekeeper and recorder for meetings, as necessary.

A4.3.4.4. Publishes and distributes PRP minutes to members, directors, panel, and CB secretariat.

A4.4. Meeting Structure and General Operating Procedures:

A4.4.1. PRP Meetings. The PRP meetings are issue-driven and are scheduled at the direction of the PRP coordinator or the CB. Additional meetings are called based on workload and to support the needs and timelines of the CB. All PRP meetings are open to observers on a space-available, first-come, first-served basis.

A4.4.2. Quorum Rules. The quorum rules are followed. Target membership is seven. A quorum of four voting members must be present to hold a meeting, and at least three must be primary representatives. PRP meetings are conducted according to quality Air Force norms and standards. Meetings are scheduled to begin and end on time, with a facilitator present, and minutes published.

A4.4.3. Agenda Topics. Will include program initiatives, disconnects, programmatic baseline reviews, program issues (reductions, adjustments, etcetera), and program oversight reviews programs documented in AF PMD or equivalent NSA and DIA documents.

A4.4.3.1. Before the scheduled meeting, all items must be fully coordinated and staffed by the functional sponsor across all functional elements with equity.

A4.4.3.2. Initiatives are based on CB-approved requirements sponsored by the REP or downward directed by the Air Staff, DIA, NSA, and Command Section.

A4.4.3.3. The PRP secretary develops schedules and agendas for each PRP meeting and provides an agenda to panel members, REP secretary, and presenters at least 2 duty days prior to panel meeting.

A4.4.4. Before Each Meeting:

A4.4.4.1. Agenda is published.

A4.4.4.2. Background documents are distributed to members prior to meeting.

A4.4.5. During Each Meeting:

A4.4.5.1. Time control is exercised.

A4.4.5.2. Facilitator is in attendance.

A4.4.5.3. Members and presenters are prepared to allow a corporate discussion of all agenda items.

A4.4.5.4. There is an open forum.

A4.4.6. After Each Meeting:

A4.4.6.1. Minutes are published that recount issues; discuss highlights, panel decisions, and dissenting views, if any; and panel recommendations are forwarded to the CB secretariat.

A4.4.6.2. Minutes are promptly distributed.